professional standards authority
for Health and Social Care

Strategic Plan 2026-29

Feedback from stakeholders

How we sought and responded to feedback from stakeholders on our Strategic Plan 2026-29

Overview

We sought feedback to help us refine our Plan, focus on what matters most for public protection, and strengthen the impact of our work.

In October 2025 we held a Regulatory Policy Symposium to discuss and test the emerging strategic themes. Between 9 October and 4 December 2025 we ran a targeted survey with key stakeholders to seek feedback on the draft Strategic Plan 2026-29.

Overall, there was strong support for our direction of travel and the five themes that underpin our new Plan of oversight, prevention, reform, governance, and collaboration. Stakeholders also told us where they would like to see us go further or be clearer. We will use what we heard to shape how we work over the next three years.

What we did in response to what you told us

Clarity about how we will deliver

You said

You broadly support the direction of the Strategic Plan, but wanted clearer explanations about how we will deliver it.

We're doing

We've refined the Plan, to be clearer about how we will achieve our aims, what action we will take, and how progress will be measured.

We clarified delivery where stakeholders said this was unclear, strengthened the links between aims, activities and outcomes, and committed to developing clearer impact measures early in the Plan period to show how progress and improvement will be assessed.

Transparency of our oversight

You said

You want greater transparency and clarity about how we make oversight and performance review decisions.

We're doing

We're strengthening how we explain our decision-making, including how evidence and stakeholder input are used.

We will improve transparency around how we assess regulators and Accredited Registers, including how different sources of evidence are used and balanced. This includes being clearer about what we consider good performance, how we identify areas for improvement, and when concerns are serious enough to escalate to Government.

Encouraging good practice

You said

You support a risk-based, proportionate approach, but want more clarity on what "good" looks like in practice.

We're doing

We will develop good practice guidance to support our new Standards to ensure they focus on the right risks, set clearer expectations, and support proportionate regulation.

We will place greater emphasis on developing and sharing good practice to support continuous improvement in regulation and registration. This includes using insight from our assessments, research, policy work and engagement with regulators and Accredited Registers to identify what is working well, and making that learning more widely available. In addition to our formal assessment and reporting processes, we will share guidance, learning points and examples of effective practice to support safer, more preventative approaches to regulation.

Being clear about how we will influence system issues affecting regulation

You said

You support our ambition to influence wider system issues, such as workplace culture and workforce challenges, but recognise these sit beyond direct regulatory control.

We're doing

We've clarified our role as one of convening, advising and influencing — working with others to reduce barriers to safer care while respecting regulatory remits.

We changed the description of Strategic Aim 3 to make it clearer that this is about us working with others in the system to remove barriers to good regulation.

Being clear about impact

You said

You want clearer evidence that the Strategic Plan will lead to real improvement and reflects our role as a UK-wide oversight body.

We're doing

We are exploring the development of clearer impact measures to demonstrate how our oversight, improvement and policy work lead to better regulatory performance and safer care.

We committed to ensuring our advice and guidance is relevant to Accredited Registers as well as statutory regulators, and reflects changes across the four UK nations where relevant.

Find out more about our work:
www.professionalstandards.org.uk

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